Agency Geographic Field Presence Summary

February 28, 2018

Introduction

The Field Presence workgroup (one of the 11 Reform Plan/Priority Project areas) seeks to better define EPA's field presence to show senior leadership where EPA staff are located in the field (outside of Washington, D.C.) and what types of functions are performed in those field locations. The workgroup's charge (in the form of the problem statement) is to understand why offices are where they are and what staff in these offices do in order to help the Agency make informed decisions about the best way (geographically) to efficiency and effectively deliver and support its mission.

Data Summary

- Of the roughly 14,195 Agency staff, approximately 60% (8,485) work outside of the DC metro area.
- Roughly 82% of Agency staff who work outside of the DC metro area report to a Region.
- Roughly 18% of Agency staff who work outside of the DC metro area report to an NPM.
- EPA has a field presence (either an office or field staff) located in 42 states[1], the Virgin Islands, and Puerto Rico.

The purpose of this document is to supplement the Power BI interactive data map and to describe the rationale behind why some EPA programs are managed and implemented outside of the agency headquarters in DC. In addition, the document outlines the foundational principles in establishing the Regional offices and discusses some of the advantages and challenges of the Agency's geographic coverage.

Problem Statement (from A3 Form)

EPA's field presence in 108 office locations includes 10 regions responsible for serving multiple states, tribes, and territories and a collection of outpost program locations. The regions have different organizational structures, budget and workload distributions, and varying field presence models. The National Program Managers (NPMs) have offices in locations outside the DC metro area whose location may or may not be linked to a program need. There is no clear, consolidated picture of how and why our field presence is organized as it is and how it functions together.

The Regional Offices

Each of the 10 Regions are comprised of a main office, usually located in or near a major urban location. The main office houses the majority of the Regional staff and Regional functions. Each EPA Regional office is responsible within its states for implementing the Agency's programs, except those programs

[1] These states currently do not have an EPA field presence: Arkansas, Delaware, Iowa, Maine, Nebraska, South Carolina, Vermont, Wyoming.

that have been specifically delegated to states or tribes. Where programs have been authorized, the Regions conduct oversight activities.

Each Region also employs, to differing degrees, a number of smaller field locations. These offices are established for a number of reasons, including but not limited to:

- Building and maintaining strong working relationships with state environmental agencies, Tribes, local Governments, the regulated community, and the public. This ensures early detection of issues and face-to-face, real time interactions.
- Establishing operations close to their primary work, such as geographic programs (e.g., Great Lakes Program).
- Conducting direct and frequent contact with EPA's primary clients and stakeholders when there is a significant geographic distance (Alaska Field Office, Puerto Rico Field Office).
- Local knowledge and understanding of unique state issues. Being "local" increases the connectedness between the public and the Agency, as most people prefer to deal with Agency staff that live and work in their community or state.
- Enhancing the customer service and serving as the "front line" for questions and support.
- Working on site-specific and long-term projects that have substantial EPA involvement (e.g., Superfund sites).

Field Presence Advantages

There are a number of advantages realized by maintaining offices and staff outside of the main Regional office or DC and advantages to having site-specific operations at a variety of locations throughout the U.S., including, but not limited to:

- Conducting inspections at lower costs.
- Conducting grants oversight (including more direct contact with grantees).
- Negotiating and managing the Performance Partnership Agreements (PPA) with the States, as staff are ideally positioned to work across multiple program areas.
- Fulfilling Tribal trust responsibilities and building Tribal environmental capacity.
- Participating in meetings with communities, and state/federal/Tribal partners regarding key issues/projects.
- Responding quickly to emergencies, in support of main office staff.
- Conducting ongoing spill prevention and planning activities.
- Continuing of operations in the event of an emergency.

Field Presence Challenges

In addition to the advantages, there are also challenges associated with a vast geographic distribution. These include:

- Facility costs for additional buildings or space associated with multiple offices.
- Need for administrative and facility support in all offices, regardless of size.
- Lack of access to work life programs and benefits that may only be available at larger sites.
- Barriers to informal communication and scientific collaboration due to the lack of face-to-face interaction between staff and managers spread across multiple locations.
- Challenges in working across time zones.

As this report outlines, the 10 Regions have diverse field presence models; the National Programs have offices/staff in locations outside the DC metro area as well, which makes up another facet of the agency's field presence. Outlined below is a summary of the rationale behind each Region's geographic field presence and a summary of the NPM's field presence. The Regions also have varying organizational structures and an analysis of the similarities and differences is detailed in the accompanying Regional Organizational Summary.

Regional Geographic Field Presence Summaries

Region 1 Geographic Field Presence Overview

Region 1 has approximately 530 employees, with nearly all employees working in the main regional office in Boston, Massachusetts or the integrated science center and laboratory in North Chelmsford, Massachusetts. Both the Boston and North Chelmsford locations are centrally located in the region. The New England states are geographically small, with much of the region's 14.7 million people concentrated in the urban and coastal communities. The capitals of the six New England states, and their state environmental offices, are all located within a three-hour radius from the Boston office. Because of its easy access to the region's main highways (Routes 93, 95 and 90), the science center in North Chelmsford, Massachusetts is a popular convening spot for meetings of with state and tribal partners.

Because all the state capitals and most of the tribal and community partners are an easy day drive from the two locations, Region 1 has developed very close working relationships with their partners to address the most pressing health and environmental issues. They have a very active fleet of vehicles and devote most of their travel budget to ensuring that the employees are a regular presence in the field. With so much of the region's population residing in coastal counties, they work collaboratively with communities on 21st century challenges to the coastal waters, such as nutrient overloads, aged infrastructure, toxic algal blooms, and damage from storm surges. New England has a strong industrial legacy dating back to the 1800s, when factories and mill towns sprang up, often along rivers. Many of these industries have since declined, leaving New England communities to recover from the environmental impacts that the Industrial Revolution left behind. Region 1 employees have partnered with cities and towns to clean up many of these urban rivers, including the Charles River, Mystic River, Merrimack River and Blackstone River. Boston is a leading example of a city that has reaped the benefits of EPA, state and local investment to clean up Boston Harbor and the Charles River, leading to an influx of business and tourism, an explosion of recreational uses, and revitalized neighborhoods along the water. Site cleanup programs also play a significant role in the economic recovery of many New England communities. Region 1 has 123 Superfund sites in the region and over half of them have been redeveloped. Likewise, the Brownfields program has helped return many smaller and less complex contaminated properties to productive re-use. EPA's investment in assessment and cleanup activities at brownfields has unlocked the redevelopment potential of these sites, leveraging over 16,000 jobs and more than $2.6 billion in investment.

Active presence in the field and close relations with partners is made possible by the central location in the region and easy access to the region's population centers.

Pittsfield, Massachusetts (field staff)
Region 1 has one field office where one Region 1 employee spends much of his working time. The Army Corps of Engineers (COE), through an Interagency agreement with EPA, provides EPA with the office space to oversee the General Electric (GE) / Housatonic River Superfund Site. The field office is used to oversee and conduct the following field activities:

- GE's remediation and post-remediation inspection, monitoring and maintenance activities;
- GE's groundwater investigation (e.g., well installation, abandonment), sampling, and non-aqueous phase liquid (NAPL or oil) removal activities;
- For the next two years, conduct oversight of rest of river sampling activities, including extensive sediment, biota (fish and duck), surface water and floodplain sampling;
- Oversight of any Rest of River remediation activities (expected to begin in two years); and
- Maintain a large file repository of site-related documents to allow for EPA staff to have documents readily available at the site to support field/oversight activities.

Absent a field office, it would be difficult for EPA to maintain a dedicated staff and it would lead to increased costs as a result of extensive travel time to and from the Boston office to the site. It would also reduce the flexibility of EPA to provide oversight on short notice or changing conditions. The field office also allows EPA a presence in the community, allowing for the continued building of relationships between EPA and stakeholders, including local government officials, NGOs, affected residents and businesses and other stakeholders.

Region 2 Geographic Field Presence Overview

Region 2 has approximately 750 employees, with most (over 65%) located in the main regional office in New York, NY. The region has two other larger locations in Edison, NJ (approximately 30% of R2 employees) and in Guaynabo PR (approximately 50 staff), and several smaller satellite offices in areas to support specific functional operations close to where the work is being performed. Region 2's geographic presence is partly due to the expansive geography of the Region, which encompasses NY and NJ as well as Puerto Rico and the U.S. Virgin Islands, which are over 1600 miles from New York City. The Edison Environmental Center is an EPA-owned space and houses the region's lab and emergency response center. The regional office in Guaynabo, PR houses the region's Caribbean Environmental Protection Division which provides direct support/implementation of Regional programs in PR and the USVI. Other satellite offices provide essential site-specific program delivery and community engagement services.

Hudson River Field Office (Albany, NY)
This office is staffed by 4 Remedial Project Managers and a Public Affairs Specialist that directly support the Superfund remediation work being done on the Hudson River and a number of other SF sites in the area. Given the location of these sites (particularly the 40-mile stretch of the Hudson where the remediation on that site is primarily taking place), distance from the Region's NYC office, and the nature of the work being performed requiring frequent interaction with the state, the responsible party(ies) and the public, it has been determined that locating staff in this field office is an effective and efficient manner of meeting the mission requirements on the Hudson site and the several other sites. This field office was moved from Fort Edwards to Albany as the Hudson remediation work moved south along the river. Importantly, this location is close to the offices of state partners, allowing for close and frequent interaction with the state.

Caribbean Environmental Protection Division (Guaynabo, PR)
This office currently houses the region's Caribbean Environmental Protection Division (CEPD), a division of approximately 45 staff supporting the region's mission across most program/projects in Puerto Rico and the U.S. Virgin Islands. In addition, the office supports four attorneys from the Office of Regional Counsel and one staff member from the Office of Policy and Management. These organizations support the work of CEPD. Given the great distance from the regional NY/NJ offices to Puerto Rico and the USVI, it is efficient and effective to house a division and support staff on these islands to address the region's mission in the Caribbean. This allows the region to have close and frequent engagement with the Commonwealth and USVI partners, as well as local government officials, affected communities and regulated entities to solve the environmental issues in the Caribbean, some which are unique to this area.

Vieques Office Park (Vieques, PR)
This office currently houses one staff member, a RPM overseeing the cleanup of the Vieques Superfund site. Vieques is a remote island off the coast of Puerto Rico, and the nature of the effort requires frequent oversight of the ongoing work as well as engagement with the public. In addition, the Navy, the responsible party for the site, and DOI, the owner of much of the site, also have offices on the island facilitating the necessary frequent interaction between the EPA RPM and these entities.

Virgin Islands Field Office (St. Thomas, U.S. Virgin Islands)
This office houses two staff members of CEPD that support the direct implementation of environmental programs in the U.S. Virgin Islands. Given the geographic distance between Puerto Rico and the USVI, it is cost effective to locate staff on the St. Thomas, where the USVI government offices are located, rather than paying to have staff travel to the USVI from Puerto Rico. Having staff on St. Thomas facilitates close coordination with USVI governmental officials, as well as outreach to and interaction with local communities, residents and regulated entities.

Long Island Sound Office (Stamford, CT)
This office houses two staff members directly supporting the Long Island Sound geographic program. This office also houses two employees of the New England Interstate Environmental Water Pollution Control Commission (funded through EPA Region 1), who support the program. The location of the staff in this office facilitates a closer coordination with stakeholders and the supported communities regarding their programmatic efforts, as Stamford is located on the Sound.

Western New York Public Information Office (Buffalo, NY)
This location houses two EPA staff -- an RPM and a Public Affairs Specialist. These staff provide necessary oversight and public engagement for Superfund sites in western and northwestern NY. Given the distance from the New York City or Edison offices, locating staff in this area efficiently facilitates the necessary site work and engagement required for the Superfund sites in this area.

Edison, NJ Environmental Center (Edison, NJ)
This location is an EPA owned facility on an over 200-acre site which houses Region 2's Division of Environmental Science and Assessment, the Emergency and Remedial Response Division's Removal Action and Response and Prevention branches, the regional emergency response center, the Division of Enforcement and Compliance's Pesticides and Toxic Substances Branch, and a section of the Office of Policy and Management's Facilities and Administrative Management Branch. The facility also houses many non-Region 2 organizations including OLEM's Environmental Response Team, ORD, OIG and CID. Finally, the facility also houses some non-EPA Federal entities including GSA, ATSDR, Army Corp of

Engineers and FOH. Because this is an EPA-owned facility, the costs associated with maintaining the office and lab space is more cost effective than paying rent for commercial or GSA space elsewhere in the region. In addition, the region has invested resources in developing the required lab space and emergency response center. The office also provides a greater convenience for their partners in New Jersey state government to meet with EPA (the location is about half way, by travel time, between the New York City office and the state's offices in Trenton), and allows EPA staff to better outreach in providing and supporting environmental solutions for stakeholders throughout New Jersey.

Region 3 Geographic Field Presence Overview

EPA Region 3, the Mid-Atlantic Region, is comprised of five states [Delaware (DE), Maryland (MD), Pennsylvania (PA), Virginia (VA), West Virginia (WV)] and the District of Columbia. The Region also works with the Pamunkey Indian Tribe, which until recently, was the only federally recognized tribe in the Mid-Atlantic States. The Region covers over 126,000 square miles, and includes an estimated population of nearly 30 million. Region 3 is not as geographically expansive as other EPA Regions, however the high population, diverse environment, and mix of urban and rural communities provide a myriad of challenges. Region 3 has approximately 767 employees, with most located in the Regional Office in Philadelphia, PA. Approximately, 10% of the Region 3 workforce is located outside of Philadelphia regional Office in Annapolis, MD, Fort Meade, MD, and Wheeling, WV. Each of these locations serve a unique and critical function to the Region and the Agency.

Annapolis, MD

The Chesapeake Bay Program Office (CBPO) provides core scientific and management support to the Chesapeake Bay Program, a unique, regional partnership derived from Section 117 of the Clean Water Act to direct the protection and restoration of the Bay. Formed in 1983, the Bay Program coordinates efforts among 6 states (MD, PA, VA, WV, DE, NY), the District of Columbia, the Chesapeake Bay Commission, a tri-state legislative body; and EPA. The CBPO is managed by EPA Region 3, and located on the Bay in Annapolis, MD. There are approximately 21 Region 3 FTE located in Annapolis, however, an additional 72 non-EPA federal employees, grantees and contractors work collaboratively in the CBPO. This space is leased by the General Services Administration, and is due to expire in February 2019. The Agency is considering relocating the CBPO to the Environmental Science Center (ESC) located in Fort Meade, MD. The Region maintains the CBPO must remain co-located with the other Federal Agencies, grantees and other partners in the CBPO campus who also support and contribute to the mission of the Chesapeake Bay Program to effectively perform its work and foster partnerships.

Fort Meade, MD

The Environmental Science Center (ESC) in Fort Meade, MD is an EPA owned and operated laboratory and office space. There are approximately 41 Region 3 FTE that work in this location, as well as FTE from the HQ Office of Pesticide Program. The Region 3 FTE represent six Offices or Divisions. Most of the FTE (23) are in the Environmental Assessment and Innovation Division and perform laboratory and technical services for Region 3's air, water and waste programs. The Office of Policy and Management FTE (5) provide a full range of facility management and health and safety functions as well as IT support. The Office of Enforcement, Compliance, and Environmental Justice (3), Office of Regional Counsel (1), the Hazardous Site Clean Up Division (6), and Land and Chemicals Division (3) FTE perform inspections, legal support, clean-up or emergency response activities to Region 3 states and the District of Columbia.

Wheeling, WV
EPA has maintained an office in Wheeling, WV since the Agency's formation in 1970. The Wheeling Field Office (WFO) is comprised of 13 Region 3 FTE from 5 Offices or Divisions: Environmental Assessment and Innovation Division (7), Hazardous Site Clean Up Division (3), Office of Enforcement, Compliance, and Environmental Justice (1), Land and Chemicals Division (1), and Water Protection Division (1) and Agents from the HQ Criminal Investigation Division. The WFO is located approximately six hours from the Philadelphia Regional Office, and provides enforcement and compliance, emergency response, technical and programmatic support throughout Western Pennsylvania and West Virginia. In addition, there are many underserved communities in this area, and an EPA presence allows for the same degree of protection from environmental and health hazards as the rest of the Region.

Bluemont and Richmond, VA
A Region 3 On-Scene Coordinators (OSCs) is positioned in Bluemont, VA (Mount Weather Emergency Operations Center) and in Richmond, VA (VA Department of Environmental Quality) to provide emergency preparedness and response capabilities to the southern part of the Region.

Region 4 Geographic Field Presence Overview

Region 4 encompasses a vast and diverse area which covers eight southeast states and six federally recognized tribes. Region 4 has approximately 870 employees, with most located in the main regional office in Atlanta, GA. Three percent of the workforce are located outside the main regional office in Atlanta, Georgia (excluding staff located at the regional laboratory in Athens, GA) in six states: Alabama, Florida, Kentucky, Mississippi, North Carolina, and Tennessee. The eight southeastern states of Region 4 make up 11% of the U.S. land area, 14% of the U.S. watersheds and the most miles of rivers in the continental U.S. When Region 4 is viewed as a portion of the continental U.S., they have one-third of the existing wetlands, most of which lie in coastal areas. They also have one third of the estuaries and one third of the continental U.S. coastline. Additionally, Region 4 has a population of almost 63,000,000 people, making the Southeast the largest region with 20% of the nation's population (per 2015 census data). The natural resources, environmental diversity and population growth of Region 4 directly influenced the geographic field presence of Region 4 staff. The out-posted positions allow the Region to operate more efficiently and effectively while fostering relationships, customer service, cooperative federalism, and collaboration with state, local and tribal counterparts.

Gulfport, MS
The Gulf of Mexico Program (GMP) is located in Gulfport, MS and staffs 14 of the region's 23 out-posted positions. The GMP is one of EPA's Great Water Body Programs. The GMP's geographic focus is on the unique environmental issues of the Gulf of Mexico region and its watershed. The GMP works with the five Gulf Coast States (Alabama, Florida, Louisiana, Mississippi, and Texas) and the six Mexican States that border the Gulf of Mexico (Tamaulipas, Veracruz-Llave, Tabasco, Campeche, Yucatan, and Quintana Roo) on environmental education and outreach, habitat restoration, and community resilience. In addition, the GMP plays a significant role in restoration efforts in the Gulf as a result of the Deepwater Horizon oil spill through the Natural Resource Damage Assessment (NRDA) and the Resources and Ecosystems, Tourist Opportunities, and Revived Economies (RESTORE) initiatives.

Jackson, MS (field staff)
An environmental engineer is located in Jackson, MS, co-located with the US Fish and Wildlife Service at their office at no direct cost to EPA. The position is funded by the Mississippi Department of Transportation (MDOT) to assist them in early engagement in the National Environmental Policy Act

(NEPA) streamlining and permitting process for their transportation projects. The out-posted staff performs both field inspections and office reviews of MDOT transportation projects. He provides timely technical comments on environmental issues related to numerous programs including: Clean Water Act, Clean Air Act, and the Executive Order on Environmental Justice and coordinates these activities with other federal and state agencies and internal EPA program offices, as appropriate.

Durham, NC (field staff)
The one staff located in Durham, NC is a Water Protection Division employee whose duty station is Research Triangle Park. The position's work is focused on resiliency assistance and coordination for federal, state, and local governments, with an emphasis on coastal areas. The position maintains an extensive network of contacts who are actively working on community resiliency and sustainability projects and programs and serves to connect these contacts and resources with each other and with EPA regional water programs. In addition, the position also leads the R4 coordination with the Southeast Regional Partnership for Planning and Sustainability (SERPPAS) which is a unique six-state partnership comprised of state, federal civilian agency, and Department of Defense executive level managers that promote collaboration in making resource use decisions supporting conservation of natural resources, working lands, and national defense.

Charlotte, NC (field staff)
R4 has one Enforcement Officer out-posted and serves as the North Carolina and South Carolina State Coordinator for RCRA enforcement and compliance. To maintain close collaboration with both North Carolina and South Carolina, staff is within close proximity of both state environmental headquarter locations. The out-posted geographic location to both states allows R4 to support both states and collaborate enforcement and compliance activities.

Jacksonville, FL (field staff)
Region 4 has one FTE co-located with the Army Corps of Engineers, Planning Division in Jacksonville, FL to review Clean Water Act section 404 permits and participate in the planning process for the Comprehensive Everglades Restoration Plan (CERP), which is the largest ecosystem restoration project in the country. The position provides for a direct line of communication between the agencies for various water programs, NEPA, and other EPA authorities as questions/issues arise related to the various CERP projects currently in the planning and construction phase as well as projects regulated under Clean Water Act section 404. Senior management at EPA and the Corps rely on the CERP Liaison in day to day operations to ensure open and effective communication between the agencies.

Crawfordville, FL (field staff)
An on-scene coordinator is out-posted in Crawfordville, FL to support work in the Emergency Planning, Emergency Response and Preparedness/Homeland Security programs.

West Palm Beach, FL (field staff)
Region 4 has one FTE out-posted at the South Florida Office in West Palm Beach, FL. This regional staff is scheduled to retire on 3/31/18 and there are plans to close the South Florida Office by May 31, 2018.

Jackson, TN (field staff)
An on-scene coordinator geographically located in Jackson, TN to support work in the Emergency Planning, Emergency Response and Preparedness/Homeland Security programs.

Louisville, KY (field staff)
An on-scene coordinator geographically located in Louisville, KY to support work in the Emergency Planning, Emergency Response and Preparedness/Homeland Security programs

Mobile, AL (field staff)
An on-scene coordinator is geographically located in Mobile, AL to support work in the Emergency Planning, Emergency Response and Preparedness/Homeland Security programs.

Athens, GA
Science and Ecosystem Support Division (SESD)- Lab: No description requested for labs.

Region 5 Geographic Field Presence Overview

Region 5 has 1019 employees, the majority of which are located in the main Chicago, IL regional office. Approximately 6.2% of the workforce work in smaller, out-stationed field offices and the Chicago Regional Laboratory. Region 5's most notable geographic feature is its proximity to the Great Lakes. The other notable feature is people. Fifty-two million people live here, which is about 16 % of the U.S. population. Their work covers six States: Illinois, Indiana, Michigan, Minnesota, Ohio and Wisconsin. The Great Lakes dominate the region's culture, economy and environment. Region 5 plays a vital role in the protection and sustained economic value of the largest surface freshwater system on Earth. Region 5's main Chicago office consists of several Divisions which are organized by media and national program. This structure provides direct program implementation as well as state assistance and oversight in synch with the needs of the various Region 5 States. These Divisions serve as the focal point for program specific issues for each State thereby enhancing working relationships and customer service. Besides the States and industry partners, Region 5 also works closely with 35 federally recognized tribes, the fourth largest in the country.

Region 5's field offices help them respond quickly and efficiently when boots on the ground are needed to carry out the mission. These offices are in the areas where the faster response to emergencies and reduced costs of field work, along with better customer service, justify sustaining the investment. At several of these locations, offices are shared with State and local partners to advance joint missions. The forms this cooperative federalism takes vary, but include: collaborative problem-solving focused on local priorities; scientific collaboration; grants management; technical assistance; field work; law enforcement; setting minimum standards; shared resources, and overseeing delegated programs. Field offices help to sustain better working relationships, faster public health protection, and stronger customer service than would otherwise be possible.

Beyond responding to hazardous materials and oil spill incidents, Region 5's out-stationed On Scene Coordinators (OSCs) participate in a wide variety of exercises and preparedness events with State, local, Tribal, Federal, Canadian and industry partners. These OSCs routinely work with area fire departments and hazardous materials teams on readiness issues and training initiatives.

Carterville, IL
Region 5 has one OSC stationed in Carterville. This individual, along with the Cincinnati OSC, addresses emergencies along the Ohio River and southern tiers of Illinois and Indiana. The OSC liaisons with, and as requested by Illinois EPA, responds to incidents at the oil refineries and manufacturers in the East St. Louis and Belleville, IL, area and also serves as a reach-back resource for Region 4's OSC in Northern Kentucky and Region 7's OSCs in St. Louis.

Cincinnati, OH
The Region 5 has one OSC at this location. The OSC is situated with EPA's National Environmental Response Team resources in Cincinnati, and often partners with the Carterville OSC. This OSC coordinates with Ohio EPA and local authorities on emergency planning efforts in the Cincinnati-Dayton area, and along the Ohio River. This OSC is also a member of the national Incident Management Assistance Team, helping stand up Incident Management Teams in high-pressure situations, most recently in support of the Houston floods and the Northern California fires.

Flint MI
Region 5 has one Community Involvement Coordinator to support ongoing EPA activities related to the Flint drinking water crisis. In addition to Flint drinking water-related activities, the Michigan-based EPA community involvement coordinator who staffs the office provides community involvement support to Superfund sites in Michigan, including complex sites such as the Kalamazoo River (one of sites targeted by the Administrator), Tittabawasee River and Saginaw River and Bay and Velsicol sites. EPA leased the office space for two years.

Green Bay, WI
Region 5's one Green Bay OSC based in the local Wisconsin DNR office. In addition to covering Green Bay's paper and manufacturing sector and remote areas of Michigan's Upper Peninsula, this OSC is the liaison to Wisconsin DNR's geographically-dispersed field offices and frequently provides support to the Minneapolis OSC. The

Green Bay OSC is also a key liaison to Region 5's 30+ Tribes, providing response support and hazardous materials preparedness training to several Tribes along the Region's Northern Tier.

Grosse Ile, MI
There are currently 15 staff based out of the Grosse Ile office, which will relocate to Ann Arbor in 2018. The majority are OSCs who contribute to planning activities across Michigan and south to Toledo, OH. Economic challenges in Detroit and across the state have led to an ongoing need to manage both industrial legacy and new cleanup sites. Several of the Grosse Ile OSCs have also been active in Region 5's recent outreach and collaboration with the railroad sector, to promote hazardous chemical and oil spills awareness. Additionally, the Great Lakes National Program Office has one Area of Concern (AOC) Project Manager who works on the restoration and cleanup of a number of AOCs on the Detroit River, Rouge River and St. Claire River.

Indianapolis, IN
Two OSCs are based at the Indiana Department of Environmental Management Headquarters in Indianapolis. One of the OSCs was formerly an IDEM staffer, which has been tremendously helpful in building a strong relationship with, and in support, of the State. The Chicago-based OSCs tend to cover most of the responses involving Northwest Indiana's energy sector, with work in the rest of the State usually handled by the OSCs in Indianapolis.

Minneapolis/St. Paul, MN
The current Twin Cities OSC is a former Minnesota Pollution Control Agency (MPCA) responder, which provides consistency and familiarity with the State's resources. A major urban center with the full range of environmental challenges and legacy sites, this OSC is continually presented with new challenges and new spill incidents. This OSC also collaborates with the Green Bay OSC and covers a wide area of Minnesota from the Upper Reaches of the Mississippi River to the Iowa State line.

Traverse City, MI
Region 5 has one OSC and one Tribal Liaison Traverse City, both support the Region 5 Michigan DEQ field offices, and covering a wide territory that includes the international shipping locks at Sault Ste. Marie, the tourism hub of Petoskey, scores of lakes and remote mine-scarred sections of the Upper Peninsula. This OSC also leads oversight of several ongoing vapor intrusion sites near Traverse City. The tribal liaison works closely with tribal partners on collaborative problem-solving focused on local priorities and provides technical assistance.

Westlake, OH
There are currently 17 Region 5 staff at the Westlake OH location. Six of the staff are multimedia inspectors whom conduct compliance monitoring inspections throughout Region 5. In addition to the inspection work, the multimedia inspectors provide enforcement targeting support, field monitoring/sampling, field equipment maintenance and deployment, and inspection training to support Region 5's enforcement programs. The Westlake staff also provide collaborative problem-solving on local and State of Ohio priorities such as beneficial reuse of sediments and CWA 208 planning. The group works closely with state and local agencies including OEPA's Northeastern District office.

Seven Superfund Emergency Response staff are also based out of Westlake/Cleveland. This team responds to emergency and short-term cleanups across Ohio's Rust Belt, collaborating with the USCG's Cleveland District 9 office on Lake Erie shoreline incidents, and supports major cross-regional sites along the borders with R3 and R4. Additional Superfund staff in the Westlake/Cleveland office include two Brownfields Coordinators working with grantee communities in Ohio; one Remedial Project Manager assigned to several sites in Michigan and Ohio and one Customer Service Analyst who provides administrative support.

Region 6 Geographic Field Presence Overview

Region 6 has approximately 693 employees, with most located in the main regional office in Dallas, TX. Just over seven percent of the workforce is located outside the main regional office in the Houston Laboratory, El Paso office, Tulsa, OK, Albuquerque, NM, Ada, OK and New Orleans, LA. These additional locations allow the Region to operate more efficiently and effectively, enhancing the working relationships and customer service for the program areas they represent.

Region 6 has successfully managed their geographic challenges and diverse region by operating out of a centralized regional office structure. More geographical needs were identified in the following locations:

Houston, TX
Lab has 38 staff located at the facility. Nine of these staff are associated with non-lab programs. Houston is ranked as one of the top areas in the U.S. when it comes to manufacturing, petro/chemical production and port activity. Due to the amount of activity associated with these sectors, 9 staff are located at the lab facility to maintain a strong working relationship with the state and federal agencies, local governments, the regulated community, and the public.

El Paso, TX
This office has six staff and their primary focus is on implementing the US/Mexico Border and drinking water programs. The US/Mexico Border program is successful in large part because of the relationships between EPA, Mexico, TCEQ and NMED officials that are located in or near El Paso and Las Cruces, and

other areas along the Border. Having staff located in El Paso allows interactions to occur efficiently and effectively, enhancing the working relationships and customer service for the US/Mexico Border and drinking water programs.

Ada, OK (field staff)
One field staff collocated at the ORD Ada Lab. This position helps the region work on building and maintaining strong working relationships with the 66 federally recognized tribes the Region serves.

Albuquerque, NM (field staff)
Two field staff are collocated at the US Fish and Wildlife Office. The EPA has direct implementation responsibilities in the State of New Mexico for NPDES and all water programs on tribal lands. Based on necessary travel for the NPDES and SDWA programs, it is more cost-effective to have inspectors housed in Albuquerque than travelling back and forth from Dallas allowing more work to be done with the allocated resources.

Tulsa, OK (field staff)
Two field staff with an office are in the Tulsa Federal Building. The EPA has direct implementation responsibilities in Osage County for the UIC Program. EPA inspectors are responsible for conducting mechanical integrity testing and for identifying and responding to oil and brine releases. Based on necessary travel, it is more cost-effective to have inspectors housed in Pawhuska than travelling back and forth from Dallas.

New Orleans, LA (field staff)
One field staff collocated at the Corps of Engineers office. This position focuses on CWA 404 permit reviews, jurisdictional determinations, and enforcement actions and conducts site visits. The New Orleans District has one of the largest 404 permit workloads and having this position located here helps maintain a strong working relationships with the state and federal agencies, local governments, the regulated community, and the public.

Region 7 Geographic Field Presence Overview

Region 7 has 469 employees, with approximately 87% working in the main regional office in Lenexa, Kansas, and 11% in the Science and Technology Center (R7 Lab) in Kansas City, Kansas. Six employees are stationed at the emergency response warehouse in Kansas City, Missouri. All three of these locations are centrally located in the region. In addition, 3 employees staffed at the office in Fenton, Missouri (St. Louis area). Region 7's ecosystems are numerous and the range is broad, encompassing the Sandhills of Nebraska, Flint Hills of Kansas, winding Missouri and Mississippi rivers, prairies and plains of Iowa, and forests and delta of Missouri, not to mention all of the rich agricultural lands throughout the region. The capitals of the four Heartland states, and their state environmental offices, are all located within a four-hour radius from the Kansas City metropolitan area and easily accessible via the region's highways. They also have an active fleet of vehicles and devote much of their travel budget to ensuring that their employees are a regular presence in the field. Active presence in the field and close relations with their partners is made possible by the central location in the region and easy access to the region's population centers.

Region 7 has 97 Superfund NPL sites in the region and almost half of those have been put into reuse. Likewise, the Brownfields program has helped return many smaller and less complex contaminated properties to productive reuse. EPA's investment in assessment and cleanup activities at brownfields

has unlocked the redevelopment potential of these sites, leveraging approximately 3,800 jobs and more than $872M in investment.

Fenton, MO
Region 7 has Superfund staff located in the Fenton Office in Fenton, MO (St. Louis). These staff are involved in numerous emergency response actions each year. These actions are closely coordinated with state staff who are located in the area, to ensure expeditious action. These staff directly support the Agency's only primary mission essential function, performing emergency response actions to releases of hazardous materials and oil, and response to natural disasters. These positions are also deemed necessary to meet national security and public safety responsibilities for the metropolitan area. Staff at this location also play a very significant role with expediting the cleanup of Superfund sites. Due to its industrial make-up, many cleanup sites are located in St. Louis and the majority of the Lead sites located in the region are in southeast Missouri. These out-posted staff can respond quickly and effectively deal with the massive cleanup actions in eastern Missouri. The Region has performed cost benefit analysis for these out-posted positions. Based on costs and response time it has been determined that the out-posted staff allow the Region to conduct response and cleanup activities much more effectively.

Kansas City, MO
Region 7 has an emergency response warehouse located in Kansas City, Missouri. All response equipment as well as staff are located at the Training and Logistics Center facility. This allows for more expedient responses and also reduced the footprint of the Regional Office. The site also serves as the Region's COOP site and is utilized for required field training activities.

Kansas City, KS
Region 7 Lab in the Science and Technology Center, no description requested for labs.

Region 8 Geographic Field Presence Overview

Region 8 serves six states and 27 sovereign tribal nations, on 26 reservations, spread over approximately 583,274 square miles. The geographic area includes the Rocky Mountains, the Colorado River, the Great Plains and areas rich with natural resources, agricultural lands, and several national parks. To serve this large and variable landmass, Region 8 has employees located at six locations in the region. Of Region 8's 503 employees, 92% are located in the regional office in Denver, CO and 2% are located at the Golden, CO lab. The remaining employees work from offices located in harder to reach areas in the region. Since traveling to these locations is costly and time intensive, these offices operationalize cooperative federalism and enhance program delivery by providing direct program implementation and state oversight tailored to the conditions in the particular state. These offices serve as the focal point for each state; these local staff allow the region to operate more efficiently and effectively, enhancing the working relationships and customer service than would be possible from a single EPA regional office location.

Butte, MT
One FTE is located in Butte, which is located 70 miles from Region 8's Helena Office where EPA Superfund staff support the Silver/Bow Butte Site as well as the other Montana sites. Silver Bow/Butte is currently one of three Region 8 Superfund sites on the Administrator's Special emphasis list. A RPM is staffed in Butte to direct the cleanup, support the community, provide timely communication and be available locally for this complex site. The tentative plan is to close the Butte office after December 2018 and future engagement with the local stakeholders and effective management of the cleanup work will

require staff to travel from Helena to Butte. The Butte office is a satellite office that operates out of the Federal Courthouse in Butte, MT.

Helena, MT

Twenty-three EPA personnel stationed in the Helena, MT field office support all Region 8 programs and report directly to the regional office. Having Superfund program staff in the Helena Office is important for effective program management of the 17 National Priorities List (NPL) Superfund sites in Montana, as it allows Region 8 to provide cost effective management for these remote sites. Many of these sites are mega sites: complex, controversial, expensive to remediate and encompass very large geographic areas. The Helena staff are able to provide on the ground real-time engagement on these cleanups and face-to-face communication with local and state stakeholders on complex issues. Two of the three Region 8 NPL sites on the Administrator's Special Emphasis list are located in Montana (Butte and Anaconda). The Office of Water staff are able to more easily access the remote communities and tribal lands they serve in Montana and North Dakota. This is critical where Region 8 has direct implementation responsibilities, particularly for drinking water and waste water facilities in Indian country.

The Helena office is located in a federal building with fourteen federal agencies and is located near the MT DEQ office. Meeting face-to-face and working together with the state, tribes and local communities on issues creates a more effective partnership between EPA and our partners. Region 8 would be unable to meet these mission critical tasks without local staff due to limited travel budgets and the cost of travelling to these remote locations from Denver.

Libby, MT

The Libby Superfund Site has one FTE and is located in extreme northwestern Montana approximately 70 miles south of the Canadian border, over 275 miles from Helena, Montana and over 1000 miles from Region 8's Denver Office. Having staff located in Libby throughout the cleanup process has proven to be very cost effective for Region 8 due to the remote site location. Local presence is particularly important at this site due to the complex nature of the asbestos cleanup and the real public health impacts to the community. The logistics necessary to manage the residential property investigations and cleanups requires local staff presence to ensure contractors are able to take advantage of good weather for outdoor cleanups and take advantage of available time when weather is poor for indoor investigation and remediation activities. The local presence allows for EPA to address the community's concerns directly and immediately which strengthens confidence and trust in EPA. The Libby office is a storefront located on the Main St in Libby, MT.

Pierre, SD

One EPA Personnel in the Pierre, SD field office oversee all field activities for the 62 tribal public water systems located on reservations in the South Dakota and North Dakota area. These staff complete over 20 onsite surveys of tribal drinking water systems each year. The National Primary Drinking Water Regulations require that a sanitary survey be conducted at public water systems every 3 years. Completion of these surveys is also a national program measure for the EPA Office of Water. Personnel in this office also provide technical expertise so as to respond effectively and timely to drinking water emergencies, often requiring onsite technical assistance, and provide onsite training for drinking water operators. This office is strategically co-located with the Indian Health Service field office and the Bureau of Reclamation field office to allow the engineers to coordinate regularly on implementation of the Safe Drinking Water Program in Indian Country where EPA has direct implementation responsibility. Region 8 would be unable to meet these mission critical tasks without local staff due to limited travel budgets and the cost of travelling to these remote locations from Denver.

Region 8 Golden Lab (13 FTE) – The lab will be co-located with the NEIC lab in 2018.

Region 9 Geographic Field Presence Overview

Region 9 has approximately 700 employees, with most located in the San Francisco regional office. About 50 employees (or 7% of the workforce) are located outside the regional office, primarily in three field offices and a regional laboratory. The Region encompasses four states (Arizona, California, Hawaii and Nevada), 148 sovereign tribes and three Pacific Islands territories (Guam, the Commonwealth of Northern Mariana Islands, and American Samoa). Over 50 million people (16% of the U.S. population) live and work throughout Region 9's 386,000-square-mile jurisdiction, producing more than $2 trillion in goods and services each year. The Pacific Island territories have a population greater than 300,000 and are scattered over an area larger than the 48 contiguous United States. Region 9 spans nearly 7,000 miles from Guam to the Navajo Nation, and their presence in the field is key to their ability to serve unique constituencies, partner with state, tribal and local agencies, and address complex issues.

Region 9's main regional office is in San Francisco with a regional laboratory on the eastern side of San Francisco Bay in Richmond, CA. The San Francisco Bay Area has three major airports and is the central location for Region 9 as well as the closest mainland metropolitan area to the Pacific Islands. Three small field offices are also located in Los Angeles, San Diego, and Honolulu and a small number of place-based staff in Arizona, California and Nevada providing EPA support to the states, tribes and communities. These positions facilitate a better understanding of our partners needs and help orient EPA's work toward meeting them.

Los Angeles and **Signal Hill, CA**
There are a total of twenty-four staff in the Southern California Field Office and Emergency Response Warehouse/Office that enable EPA to more effectively manage environmental programs, projects, and issues in Southern California, with its large and significant constituency. Among the environmental issues facing Southern California are serious air pollution, water quality problems at beaches and inland waterways, ground water contamination, waste disposal capacity limitations, numerous Superfund sites undergoing clean-up, and potential environmental emergency response deployments. Having a substantial local presence enables the EPA to work with state and local agencies, businesses and industry, non-profit groups, press and news media, and the public to more effectively address these problems.

San Diego, CA
The San Diego Border Office has ten staff and implements binational efforts to address environmental issues affecting U.S. communities at the Mexico border. The Border Office oversees project implementation, leads coordination with: state, local, and federal government agencies; tribes; business associations; academic institutions; citizen groups; non-governmental organizations; and the public. The Border Office also provides accurate and timely responses to border stakeholders and elected officials, and coordinates with OITA and Region 6 to implement EPA's Border 2020 US-Mexico Environmental Program.

Honolulu, HI
The Pacific Islands Office has six staff and serves as the primary public conduit between EPA and the state of Hawaii and the outer Pacific Islands. Given the substantial distance between the West Coast, Hawaii and the outer islands, the region is able to serve the communities and interface effectively with the Pacific Island governments by maintaining an office in Oahu. Staff provide technical assistance and

guidance for programs delegated to the Hawaii Department of Health as well as to other federal and state agencies located on Hawaii.

Tucson, AZ (field staff)
One staff provides air planning support and regional haze coordination with Arizona Department of Environmental Quality and tribes.

Sacramento, CA (field staff)
One staff is located at the California State Water Resources Control Board to provide technical assistance and advice to the SWRCB on water quality standards, TMDLs, monitoring, and assessment programs.

Yreka, CA (field staff)
One staff serves the many tribes in remote location of northern California. He also provides targeted support for environmental issues, including fire-related air and water quality issues, and supporting work in the Klamath Basin, a regional priority watershed.

Carson City, NV (field staff)
Three staff in Carson City, NV provide on-scene emergency response coordination; air planning, transportation and NEPA coordination; and water program assistance and guidance to Nevada Department of Environmental Protection and other federal, state, tribal and local agencies.

Stateline, NV (field staff)
The EPA Lake Tahoe Basin Coordinator works with federal, state, and local partners, and the Washoe Tribe to restore deep water clarity, improve nearshore water quality, and protect Lake Tahoe as a drinking water source. The Coordinator is co-located at the Tahoe Regional Planning Agency and is part of a bi-state team working to implement the Lake Tahoe TMDL and the Lake Tahoe Environmental Improvement Program.

Farmington, NM (field staff)
One staff is co-located with Bureau of Land Management in Farmington, NM, to conduct and coordinate cleanup activities at the Tronox Abandoned Uranium Mines and other priority abandoned mines in Navajo Nation, for which Region 9 is the lead region.

Richmond, CA
Regional Laboratory – No description requested for labs.

Region 10 Geographic Field Presence Overview

Region 10 has approximately 529 employees, with most located in the main regional office in Seattle, WA. About one-sixth of the workforce is located outside the main regional office in four state Operations Offices, the Manchester Laboratory and four smaller field offices. Region 10's geographic presence is partly due to the expansive geography of the Region, which spans the three large northwestern states and Alaska. Not only does Region 10 have more square miles of diverse terrain than any other, but also some of the most remote and inaccessible land in the United States. The Operations Offices are a unique organizational feature of Region 10. These offices operationalize cooperative federalism and enhance program delivery by providing direct program implementation and state oversight tailored to the conditions in the particular state. These local Office Directors and staff allow

the Region to operate more efficiently and effectively, enhancing the working relationships and customer service that would be possible from a single EPA regional office location. In addition, the four smaller field offices provide essential site-specific program delivery and community engagement services.

For over 40 years, Region 10 has successfully managed geographic challenges and diverse region in part by deploying staff outside of the main regional office. An Operations Office in each state has been a part of Region 10's structure since inception. The offices provide front-line service delivery and a face-to-face EPA presence in each of the Region's four states and are co-located in a capitol city or seat-of-power. Staff in Operations Offices carry out traditional core program activities and each Office Director takes the lead in certain regional priority sectors; Mining, Forestry, Agriculture, and Oil and Gas.

Anchorage, AK
The Alaska Operations Office has 25 staff and helps Region 10 meet the unique needs of this vast state, including work on mining and rural infrastructure. As the Alaska Oil, Gas and Energy Sector lead, the Director collaborates closely with state commissioners and staff to move critical resource extraction projects forward within the regulatory framework. In addition, the Alaska Office has more FTE dedicated to Tribal work, which reflects the workload associated with serving the needs of the 229 federally recognized Tribes in Alaska.

Juneau, AK (field staff)
One staff person is located in the Alaska capitol of Juneau. This staff is co-located with the state and other federal agencies and works on the development and implementation of the Performance Partnership Agreement and Grant, works with various federal/state coalitions, and conducts core water program work.

Boise, ID
The Idaho Operations Office has 20 staff and is located near the Idaho Department of Environmental Quality in order to partner with the State and Tribes on a variety of issues involving a number of major industries, including food processing, agriculture, technology, mining and mineral processing. As the mining sector lead, the Office Director helps implement a multi-media, multi-statute approach and works collaboratively across states on major mining projects. In addition, because Idaho does not yet have authorization for the Clean Water Act water quality permitting and compliance program (NPDES), Region 10 has more staff in Idaho dedicated to direct implementation of this program.

Coeur d'Alene, ID (field staff)
Region 10 has one community involvement coordinator stationed in Coeur d'Alene, Idaho to work with state, Tribal, local government, and other federal partners to implement cleanup activities at the Bunker Hill/Coeur d'Alene Basin Superfund Site. This site was listed on the National Priorities List in 1983 due to heavy metals contamination in soil, sediment, surface water, and groundwater from over 100 years of commercial mining, milling and smelting.

Portland, OR
The Oregon Operations Office has 22 staff and is located near the offices of the OR Department of Environmental Quality and partners with the state on its major issues including the Columbia River transportation and hydro-electric power and forestry. As the forestry sector lead, the Director helps on projects relating to the economic, ecological, and social services provided by forests, including supporting clean water and air. Oregon is also home to the Portland Harbor Superfund site, which is on

the Administrator's Emphasis List and spans 10 miles of the Lower Willamette River near downtown Portland and is the result of decades of industrial use along the Willamette River.

Eugene, OR (field staff)
Region 10 has one staff located in Eugene, OR. This position helps the region work on priority watershed issues in this community.

Olympia, WA
The Washington Operations Office has 9 staff and is co-located in the capitol of Olympia with the State Department of Ecology. As the region's most populous state with a variety of industries, Washington has unique environmental priorities including the Puget Sound, the Columbia River, and a number of Superfund sites. As the agricultural sector lead for Region 10, the WA Operations Office serves as the focal point for state, federal, and private sector stakeholders to focus on the environmental issues associated with agriculture.

Richland, WA

Seven staff are located in its Hanford Project Office. These staff are co-located with staff from the WA Department of Ecology and the U.S. Department of Energy to provide cleanup and waste management activities at the Hanford Nuclear Reservation. This site is near the Columbia River and was part of the Manhattan Project which produced the plutonium used in WWII. The resulting radioactive waste is the subject of the largest and most complex cleanup project in the U.S.

Manchester, WA
Manchester Laboratory: No description requested for labs.

NPM Geographic Field Presence Summaries

OCFO Geographic Field Presence Overview

OCFO field presence is comprised of three locations: staff located in Research Triangle Park, NC; staff located in Cincinnati, OH; and staff located in Las Vegas, NV.

Research Triangle Park, NC
Fifty-four staff are responsible for financial and financial system management. Financial responsibilities include obligation of all contract payments for the agency, accounting support for the agency's Working Capital Fund program, and cost accounting for Superfund, Brownfields and oil. The financial system management responsibilities include information systems program and project management and administration of information systems security.

Cincinnati, OH
Forty-five staff are also responsible for financial and financial system management. Financial responsibilities include review of agency travel expenditures, execution of interagency agreements and management of Superfund Special Accounts. Financial system management staff are responsible for design and development of agency and OCFO systems, applications and databases as well as administration of this infrastructure and financial system training.

Las Vegas, NV
Nineteen staff manage all grant payments for the agency, manage the consolidation and certification of agency payments through Treasury and maintain accounting records in support of the Credit Reform Act.

OAR Geographic Field Presence Overview

The EPA's Office of Air and Radiation (OAR) administers a variety of national programs under the Clean Air Act and other statutes that seek to improve air quality and ensure protection from sources of radiation. Several of OAR's national program activities have been performed outside of Washington, DC since the founding of EPA in 1970. In some cases, the function existed in a particular location before EPA was established. In other instances, the choice of location was determined to enable more effective delivery of a particular mission activity. The following description explains the primary functions performed in each OAR location outside of Washington, D.C. and their rationale. These national program activities are distinct from other Agency field operations, and should probably be excluded from subsequent phases of this analysis.

Research Triangle Park, NC
With approximately 335 employees, OAQPS has been located at EPA's Research Triangle Park (RTP) campus since EPA was established in 1970. OAQPS was co-located in RTP with the Office of Research and Development (portions of both offices already existing as part of the U.S. Public Health Service's National Air Pollution Control Administration prior to being incorporated into EPA) to facilitate close communication and cooperation between scientists, researchers and policymakers throughout the development and implementation of air quality standards.

OAR's Office of Air Quality Planning and Standards (OAQPS) has primary responsibility for the development of the National Ambient Air Quality Standards (NAAQS), air toxics standards, and stationary source regulations under the Clean Air Act, including all necessary policy development, air quality and risk and exposure analyses, assessment, and outreach associated with development of such standards. OAQPS also provides national guidance to the ten EPA regions, states, and tribes as they implement EPA's air quality standards.

Ann Arbor, MI
Approximately 277 of the Office of Transportation and Air Quality's 339 employees work at the National Vehicle and Fuel Emissions Laboratory in Ann Arbor, while the other 62 employees are located at EPA headquarters in Washington, D.C. Having the responsibility under the Clean Air Act and other statutes for addressing air emissions from mobile sources and fuels, the location was established in 1971 in order to be near the headquarters of the U.S. auto industry. NVFEL's primary responsibilities include testing of new vehicles and engines to certify compliance with all Federal emissions and fuel economy standards and to support product certification and national rulemaking development. Work at NVFEL also supports technology assessment, test procedures development, and enforcement actions.

NVFEL is considered to be the world's preeminent vehicle emissions laboratory. Most major automotive companies have chosen to locate their North American emissions testing labs (and in some cases major engineering centers as well) near NVFEL to facilitate transfer of test vehicles back and forth.

Las Vegas, NV
Approximately 23 employees are located at National Center for Radiological Field Operations (NCRFO) in Las Vegas. NCRFO coordinates and leads EPA radiological field operations. As the primary component of EPA's Radiological Emergency Response Team (RERT), NCRFO serves a key role during response and

recovery to radiological emergencies and accidents nationwide. NCRFO develops and provides training on emergency response operations to support national response preparedness. The co-location of OLEM's Environmental Response Team (ERT) West, which maintains readiness to provide expertise at the scene of a hazardous substance release or a long-term environmental cleanup, and NCRFO also enables more effective coordination between the two organizations to occur.

Similar to NAREL, this location can be trace its history back to the 1950s when the U.S. Public Health Service established facilities to monitor environmental radioactivity for the protection of the public, including from the Nevada Test Site. These functions became part of EPA when it was established in 1970.

Montgomery, AL
Thirty-nine employees from OAR's Office of Radiation and Indoor Air (ORIA) are located at National Analytical Radiation Environmental Laboratory (NAREL) in Montgomery, AL. NAREL develops laboratory methods, provides analytical support/technical assistance on sampling and analyzing radiological materials, and routinely analyzes samples from the RadNet surveillance network, which monitors the nation's air, precipitation and drinking water for radiation. As the only National Radon Reference Laboratory, NAREL manages a radon inter-comparison program for laboratory performance evaluation and quality assurance.

Similar to NCRFO, this location can be trace its history back to the 1950s when the U.S. Public Health Service established facilities to monitor environmental radioactivity for the protection of the public, including from the Nevada Test Site. These functions became part of EPA when it was established in 1970.

OECA Geographic Field Presence Overview

The Office of Enforcement and Compliance Assurance addresses pollution problems that impact American communities through numerous tools including vigorous civil and criminal enforcement and compliance assurance. Enforcement activities target the most serious water, air and chemical hazards. OECA works with EPA regional offices, and in partnership with state and tribal governments, and other federal agencies to ensure compliance with the nation's environmental laws.

OECA has approximately 670 employees, including approximately 423 in Washington, DC, and approximately 245 in various offices across the nation.

The majority of the OECA field offices are in the Office of Criminal Enforcement, Forensics and Training (OCEFT). Consistent with other federal law enforcement agencies, OCEFT uses a field structure. Special agents are located in over 40 locations, creating a nationwide federal presence where agents can be responsive to suspected environmental crimes and within a reasonable travel distance to investigate environmental criminal activity. OECA must work in close proximity with the US Attorneys' Offices, located in 94 federal judicial districts across the county, who prosecute our cases federally, and also work closely with other federal, state, and local law enforcement partners. The majority of states do not have any dedicated resources to address environmental crimes so it is critical to maintain a field presence. These field offices may also include others such as administrative support staff and/or National Technical Coordinators who provide forensic and other support for investigations.

The OECA AA has the lead in selecting and managing Regional Counsels in Regions 2-7 and 9 and 10 (although they are counted as regional employees). The Office of General Counsel has the lead for Regions 1 and 8. These arrangements were put in place to ensure consistent legal advice on legal counseling issues and consistent legal positions on enforcement matters, the RCs report to Headquarters Offices.

Glynco, GA
Three staff in the training branch are located here at the Federal Law Enforcement Training Center and is located to provide required training for our law enforcement staff.

Brunswick, GA
One staff is located at the National Secure Storage Facility, which houses law enforcement equipment and emergency response equipment to facilitate eastern responses.

Jacksonville, FL
Seven staff are found at the National Computer Forensics Lab/Technical Investigative Equipment Center to facilitate partnership with US Fish and Wildlife for expertise and equipment.

Lakewood, CO
Fifty-six staff support both the civil and criminal enforcement programs at the state-of-the-art lab in Lakewood by deploying scientific and technical support for inspections and investigations as well as analytical laboratory support for enforcement actions. This location also houses emergency equipment to facilitate western responses. The combination of the lab and Denver area office provide for continuity of operations for response and criminal enforcement in emergency situations

Regional Offices
There are 71 staff housed across the ten area offices that coincide with the Agency's regional structure. This facilitates coordination and communication with the regions and states.

Boston – 7	Dallas – 9
New York/Edison – 9	Kansas City – 8
Philadelphia – 4	Denver – 6
Atlanta – 6	San Francisco – 8
Chicago – 8	Seattle – 6

Shared Space
There are 78 staff located across 34 resident offices, which are generally smaller offices established for a variety of reasons including: high population density, significant industrial activity, emerging environmental problems, and proximity to US Attorney's Office. These offices are shared space with Regional field offices, US Attorney's Offices, or completely separate facilities leased by OCEFT.

New Haven, CT – 2	Indianapolis, IL – 1
Syracuse, NY – 3	Minneapolis, MN – 2
Buffalo, NY – 2	Houston, TX – 5
San Juan, PR – 1	Baton Rouge, LA – 4
Baltimore, MD – 2	St. Louis, MO – 3
Charleston, WV – 1	Lakewood, CO – 6

Wheeling, WV – 1
Miami, FL – 2
Tampa, FL – 2
Gulf Breeze, FL – 3
Nashville, TN – 2
Knoxville, TN – 1
Charlotte, NC – 2
RTP, NC – 1
Louisville, KY – 1
Detroit, MI – 4
Cleveland, OH – 6
Helena, MT – 2
Missoula, MT – 1
Salt Lake City, UT – 2
Bismarck, ND – 1
Honolulu, HI – 2
Los Angeles, CA – 5
San Diego, CA – 2
Portland, OR – 2
Boise, ID – 1
Anchorage, AK – 3

Regional Criminal Enforcement Counsel

While most criminal enforcement legal support is provided by the Regional Criminal Enforcement Counsels, with HQs oversight and expertise in DC, there are a number of outplaced HQs attorneys:

Lakewood, CO – 3
Miami, FL – 1
Arlington, MA – 1

Other Services

OCEFT staff located in the Area or Resident offices that perform other functions: 1 HR specialist in Lakewood, CO; 1 special agent who works on internal inspections in Houston, TX; 1 quality assurance manager in Lakewood, CO; 1 facilities coordinator in Phoenix, AZ; 1 criminal litigation coordinator in Seattle, WA.

Office of Civil Enforcement

OCE has the following staff in the Fuels Enforcement Branch. This team is responsible for the national civil fuels enforcement program (run by HQs only and states cannot receive delegation). This location provides easier coverage for the country and allows for continuity of operations in case of emergency (particularly for the fuel waiver process which is frequently needed for emergencies like hurricanes).

Denver, CO – 9
Boston, MA – 1 (attorney)
Atlanta, GA – 1 (works on RCRA enforcement issues relating to the southeastern US)
Albuquerque, NM – 1 (works on oil and gas issues)

Office of Compliance

The Office of Compliance (OC) has five outplaced staff.

Lakewood, CO – 2 (ensure inspection coverage under the Good Laboratory Practices and Standards program for the western part of the country)
Lexana, KS – 2 (handle agricultural issues and work closely with R7 which is the Agency lead on agricultural issues)
Chicago, IL – 1 (provides support for the CAA compliance monitoring activities and the Woodstove inspection program)

Office of Administration and Policy
OAP has one outplaced staff in Charlotte, NC, whose primary responsibility is providing human resources support to OECA.

* While an OCEFT field presence is important, not all OCEFT locations are ideal and if there were additional resources, OCEFT would make minor adjustments to several locations to keep up with changing industrial activity and to consolidate where there may be only one person in an office. While the offices noted above are providing needed functional support, the OCEFT staff in Arlington, MA, Miami, FL, and Bismarck, ND; the OCE staff in Atlanta, GA, Boston, MA and Albuquerque, NM; the OC staff in Lexana, KS and Chicago, IL; and the OAP staff in Charlotte, NC, would generally not be replaced in these locations once vacated.

OW Geographic Field Presence Overview

Cincinnati
Twenty-nine staff in the Office of Ground Water and Drinking Water Cincinnati organization ("OGWDW-Cin") represents OW's field presence. OGWDW offices and laboratory facilities are located within the Andrew W. Breidenbach Environmental Research Center (AWBERC), a federally-owned building. The organization has a national scope and is comprised of:

- Technical Support Center (TSC), which provides scientific and technical support to communities and states for the protection of the nation's drinking water.
- Water Security Division (WSD-Cin), which provides technical resources, training, and programs to increase the resilience of the water sector to all hazards.

TSC supports robust monitoring and treatment of the nation's drinking water by: developing and validating analytical methods; collecting national data on the occurrence of "emerging" drinking water contaminants; leading the program to assure quality results from the nation's drinking water laboratories; leading states and water systems in optimizing treatment performance; and providing comprehensive technical support.

WSD-Cincinnati supports the security and resilience of the nation's water sector by providing tools, training, direct technical assistance, and other resources to help water utilities prepare for emergencies such as contamination incidents, flooding, hurricanes, drought, and other situations that compromise a utility's ability to provide safe drinking water to the public.

OGWDW-Cin is co-located with major Office of Administration and Resources Management (OARM) and Office of Research and Development (ORD) operations. The office manages on-site laboratory facilities with capabilities for chemistry and microbiology analytical methods; field-method evaluation and testing; laboratory certification training for Regional, State and private-sector Certification Officers; and real-time web-casting of laboratory procedures to support training and troubleshooting.

The OGWDW-Cin field presence includes 29 federal staff (chemists, microbiologists, engineers, Environmental Protection Specialists, and other technical and administrative professionals) and 14 non-federal staff (on-site contractors, SEE employees, ORISE fellows).

OGWDW-Cin has operated in Cincinnati for over 40 years. The access to on-site chemistry, microbiology, and engineering laboratories is critical for the work to support robust monitoring and treatment of the nation's drinking water. Other benefits to the Cincinnati location include the following:

- **Longstanding Partnerships with Scientific Community:** For over 100 years, Cincinnati has been the leader in federal water research, dating back to the establishment of the Stream Pollution Investigation Station in 1913. Co-location in Cincinnati supports strong collaboration between OGWDW and ORD (particularly ORD's National Exposure Research Laboratory [NERL], National Risk Management Research Laboratory [NRMRL], and National Homeland Security Research Center [NHSRC]) on analytical methods, drinking water treatment, water security/resilience, and technology innovation.
- **State of the Art Water Drinking Water System:** The Greater Cincinnati Water Works (GCWW) operates a state-of the-art treatment facility that offers unique opportunities for joint projects with one of the most forward-looking drinking water utilities in the country. For example, GCWW partnered with OGWDW in the first of multiple Water Security Initiative pilots that demonstrated the feasibility and effectiveness of drinking water contamination warning systems efforts. OGWDW has also partnered with GCWW to evaluate treatment effectiveness for various drinking water contaminants.
- **Regional Multi-State Collaboration to Protect Source Water**: The Cincinnati-based Ohio River Valley Water Sanitation Commission (ORSANCO), with its 33 utility members, represents the model for a regionalized, multi-state source water collaborative; it provides unique opportunities to advance national source water protection best practices. The proximity supports collaboration on initiatives related to drinking water source protection and management, such as a project underway on "Source Water Risk Inventory." The project will help address the risks faced by drinking water systems that rely on surface waters in industrial settings. They will also be collaborating with ORSANCO on upgrades to their early-warning Organics Detection System and will pilot new online monitoring technologies.
- **Cost Savings for Field Studies/Support:** The "midwest" location allows EPA to work with its 25 partner states in a more efficient, cost-effective manner, demonstrating how to help public water systems optimize performance. A majority of the optimization field work involves travel that can be accomplished by Government Operated Vehicles (GOV), reducing travel expenses and allowing EPA to readily transport the necessary instrumentation and equipment that supports the work (e.g., a four-part series of field events with OH EPA to develop technical approaches for addressing Harmful Algal Bloom impacts). Over the life of the optimization program, the estimated savings is approximately $200K in travel and shipping expenses. The location also enables EPA to readily provide incident-specific technical support (e.g., multiple field visits to Flint, MI to support distribution system water quality efforts).
- **Other Collaboration supporting State/Local Efforts:** The proximity to the Cincinnati-based *Confluence* "Water Technology Innovation Cluster" organization facilitates collaboration with developers, investors, state and local government, the water industry, and others to support the development and application of innovative technology. The most recent collaboration involved working with ORD and representatives from the Ohio, Kentucky, and Indiana state drinking water programs to identify a more streamlined approach for states to vet and approve ultraviolet disinfection technology.

OEI Geographic Field Presence Overview

Durham, NC

OEI has 60 staff at this location covering the following offices

- OBOS -- Manages OEI resources including: Budget, HR, Security and Information Management
- OEIP – Ensures the proper use, release and management of EPA information resources

- OITO – Implements and Manages the IT infrastructure and IT solutions for EPA
- OIM – Leads EPA in information management (use, collection, reporting, etc.)
- OISP – Manages EPA's Security and Privacy programs
- ODSTA – Serves as EPA's new center for agile systems engineering and project management

Cincinnati, OH
There is one OEI staff in OEIP, which ensures the proper use, release and management of EPA information resources

Denver, CO
There is one OEI staff in OITO, which implements and manages the IT infrastructure and IT solutions for EPA

Las Vegas, NV
There is one OEI staff in OITO, which implements and manages the IT infrastructure and IT solutions for EPA

New York, NY
There is one OEI staff in OEIP, which ensures the proper use, release and management of EPA information resources

Philadelphia, PA
There is one OEI staff in OEIP, which ensures the proper use, release and management of EPA information resources

OGC Geographic Field Presence Overview

Durham, NC
The two staff in the Air and Radiation Law Office at this location, under the supervision of an Associate General Counsel, provides legal counsel, litigation support, and related services with respect to the Agency's air and radiation programs and activities. Statutes include: Atomic Energy Act; Clean Air Act (CAA); Energy Independence and Security Act of 2007; Energy Policy Act of 1992; Intermodal Surface Transportation Efficiency Act (ISTEA); Motor Vehicle Information and Cost Savings Act (MVICSA) (Corporate Average Fuel Economy); Noise Control Act of 1972; Nuclear Waste Policy Act (as it relates to 40 CFR Part 191); Uranium Mill Tailings Radiation Control Act (UMTRCA); and WIPP Land Withdrawal Act.

Cincinnati, OH
The Procurement Law Practice Group (PLPG) consists of one attorney co-located with their clients supporting the Cincinnati Procurement Operation Division (CPOD).

The PLPG provides legal advice to OAM (including CPOD and RTP-POD), various Agency program offices, and all ten EPA regional offices. PLPG attorneys review a wide variety of procurement-related documents, including Agency solicitations, competitive range determinations, source selection documents, justifications for other than full and open competition, assignments, novations, and licensing agreements. Consequently, PLPG attorneys are Agency experts on a significant number of procurement statutes and regulations, including the Federal Acquisition Regulation, the Environmental Protection Agency Acquisition Regulation, the Competition in Contracting Act, the Buy American Act, the

Procurement Integrity Act, the Service Contract Act, the Anti-Assignment Act, the Small Business Act, and the Contract Disputes Act. In addition to providing legal guidance on every aspect of the procurement process, the PLPG assists in developing EPA and Government-wide rules, policies, and guidance on procurement-related topics.

The PLPG also represents the Agency in complex bid protests filed by disappointed contractors at the U.S. Government Accountability Office and in claims filed pursuant to the Contract Disputes Act before the Civilian Board of Contract Appeals. In addition, the PLPG actively assists the U.S. Department of Justice in responding to bid protests and related litigation before the Court of Federal Claims.

OLEM Geographic Field Presence Overview

OLEM has approximately 470 employees, and is predominately located in the Washington, DC metropolitan area. OLEM has a physical presence in seven (7) geographic locations outside of Washington, DC.

Boston, MA
The Chemical, Biological, Radiological, and Nuclear Consequence Management Division has two employees stationed in the Regional office in Boston. There is no mission essential need for these employees to be located in Boston. CMAD is currently exploring options to reduce its geographical footprint to include locations related to mission-essential functions only.

Cincinnati, OH
The Chemical, Biological, Radiological, and Nuclear Consequence Management Division has two employees stationed in Cincinnati, OH. There is no mission essential need for these employees to be located in Cincinnati. CMAD is currently exploring options to reduce its geographical footprint to include locations related to mission-essential functions only.

Durham, NC
The Chemical, Biological, Radiological, and Nuclear Consequence Management Division has three employees stationed in Durham, North Carolina (RTP). These staff members are co-located with staff from ORD's National Homeland Security Research Center (NHSRC). CMAD and NHSRC work closely together on a variety of mission critical projects, aimed at taking NHSRC's bench-scale research and translating it into field-ready protocols, methods and tools for emergency response. Current efforts are focused on the wide-area remediation of large-scale, outdoor biological events. These research projects are often complex and involve many partners. Co-location of lead staff is key to the success of the projects.

The Environmental Response Team has one employee stationed in Durham, North Carolina (RTP). The RTP location is owned by EPA and provides a secure location to store, power and maintain the TAGA. It allows for quicker deployment to the Gulf where it has been used in emergency responses such as Hurricane Harvey and the BP-Horizon oil spill. It also supports remedial responses assessing volatile organic compounds. If there is another event like 9/11 (e.g., two simultaneous terrorist incidents or disasters in eastern US population centers such as New York, Washington DC, Philadelphia, Boston), this location provides an additional TAGA to mobilize (270 miles) to Washington, DC. This location is collocated with ORD providing opportunities for collaboration.

Edison, NJ

The Chemical, Biological, Radiological, and Nuclear Consequence Management Division has one employee stationed in Edison, NJ. The staff member is co-located with EPA's Portable High-throughput Integrated Laboratory Identification System (PHILIS), a mobile laboratory for the on-site analysis of environmental samples contaminated with chemical warfare agents (CWAs) and toxic industrial compounds (TICs). The employee is a trained chemist, conversant in the analysis of organic compounds, who oversees the operations of this vital asset. The Edison location was strategically chosen for PHILIS for the following reasons: 1) an East Coast presence was needed for this particular PHILIS unit, in order to complement the presence of a second PHILIS unit in CO for maximum coverage of CONUS; 2) geographically, Edison is situated between two primary terrorist targets (NY and DC), it is within close proximity to three distinct EPA Regions, and it is well-within the heavy industrial footprint of the Northeastern US; 3) Edison also houses ERT, a sister Special Team, and the opportunities for collaboration and coordination with the group can be maximized with staff present.

The Environmental Response Team has eighteen employees stationed in Edison, NJ. The location allows ERT to provide rapid direct support to the eastern Regions (R1, R2, R3, R4) and its major population centers during national emergencies and for site cleanup work. This location houses the TAGA mobile laboratory, extensive air monitoring and other field response equipment and vehicles. Edison has been ERT's main location since ERT's inception in 1978 because it is near east coast population centers and major traffic arteries, airports and railways to facilitate the most rapid travel by personnel and shipping of equipment. The Edison facility is approximately 27 miles from New York City, 60 miles from Philadelphia and about 200 miles from Boston and Washington, DC. The Region 2 removal and emergency response programs, for whom ERT provides significant direct support, are co-located in Edison with ERT as is the Region 2 Emergency Operations Center. This location contains the required warehouse space for maintaining and staging a wide array of response equipment and vehicles as well as space for 48 support contractors.

Erlanger, KY

The Chemical, Biological, Radiological, and Nuclear Consequence Management Division has three employees stationed in Erlanger, KY. There is no mission essential need for these employees to be located in Erlanger. CMAD is currently exploring options to reduce its geographical footprint to include locations related to mission-essential functions only.

The Environmental Response Team has three employees stationed in Erlanger, KY. Staff located in Erlanger are able to support the central U.S. for remedial and removal actions (esp. Regions 3, 4, and 5 who have a large number of sites). This location houses an extensive array of monitoring equipment for response to hazardous and radiological wastes that is maintained at-the-ready to support mobilization for emergency responses and site cleanup work. It is extremely close to the N. Kentucky/Cincinnati Airport and is approximately 300 miles from Chicago and Pittsburgh, 350 miles from St. Louis and 450 miles from Atlanta allowing quick access to these major population centers. This location contains the required warehouse space for maintaining and staging a wide array of response equipment and vehicles as well as space for approximately 5 support contractors. The current leased space footprint has expanded over time to incorporate the CMAD, the EPA-Cincinnati COOP facility and one R5 OSC who is co-located with ERT. The leased space footprint could be reduced if only ERT, or only ERT and the Cincinnati COOP facility, remain in Erlanger.

Las Vegas, NV

The Environmental Response Team has eleven employees stationed in Las Vegas, NV. This location allows for ERT support for remedial and removal responses especially to the Western Regions and can support responses in the Gulf Region. This location is extremely close to the Las Vegas Airport allowing easy movement of personnel and shipping of equipment. It is approximately 285 miles from Phoenix, 265 miles from Los Angeles, 350 miles from San Diego and 565 miles from San Francisco allowing quick access to these major population centers. This location houses a TAGA mobile laboratory, an array of monitoring and other field support equipment and vehicle. ERT West was established following 9/11/2001, when air traffic was halted for several days in some airports, and the ability to be positioned across the nation with aptly trained, ready and equipped response staff who could arrive at a given incident in a timely fashion was identified as a critical need for the response programs. After considering potential collocation with Regions 8 or 9, EPA decided to locate ERT-W with other EPA assets in Las Vegas, NV (*e.g.,* portions of the Radiological Emergency Response Team). The Las Vegas location also allows for rapid response at any time of year compared to other locations in the western U.S. that are frequently impacted by extreme weather events (e.g., winter storms). This location also contains the required warehouse space for maintaining, staging response equipment and vehicles and space for 7 support contractors.

Lenexa, KS
The Chemical, Biological, Radiological, and Nuclear Consequence Management Division three employees stationed in Lenexa, KS. There is no mission essential need for these employees to be located in Kansas. CMAD is currently exploring options to reduce its geographical footprint to include locations related to mission-essential functions only.

ORD Geographic Field Presence Overview

The Office of Research and Development has about 113 staff (excluding labs) in field office under the Office of Science Information Management and the Office of Administrative and Research Support.

OSIM enables high quality, high impact environmental research by providing agile tools, technology, processes and services for research projects, planning, collaboration and quality control. OSIM can help scientists, managers, and administrative staff address their information management (IM) and information technology (IT) needs. OSIM has wide-ranging expertise and is located in most of ORD's labs, centers, and offices. Locations include:

Athens, GA – 1	Durham, NC – 15
Atlanta, GA – 1	Gulf Breeze, FL – 1
Cincinnati, OH – 7	Las Vegas, NV – 2
Corvallis, OR – 1	Narragansett, RI – 1
Duluth, MN – 1	Wilmington, NC – 1

OARS partners with their customers to identify their critical needs, and meet or exceed them by leveraging diverse knowledge, talents, and experience to provide exceptional "cradle-to-grave" support. OARS is located in various geographic locations in the U.S. to provide service to ORD partners (Labs/Centers/Offices). Locations include:

Ada, OK – 5	Durham, NC - 39
Athens, GA – 1	Greenview, IL – 1
Cincinnati, OH – 20	Gulf Breeze, FL – 4
Corvallis, OR – 2	Las Vegas, NV – 6
Denver, CO – 1	Narragansett, RI – 3

OARM Geographic Field Presence Overview

The Office of Administration and Resources Management's (OARM) field presence is made up of 239 staff in the field offices. Field offices are composed of the Research Triangle Park (RTP) and Cincinnati locations (with the 3rd location [Las Vegas] being consolidated into these 2 locations).

Cincinnati, OH
Durham, NC

The primary functions of these locations are science and research, with a majority of the employees working in either a research or technical area. There is also a program office presence in each location. Cincinnati has a small component of the Office of Water (Technical Support Center). RTP has components of the Office of Air and Radiation (Office of Air Quality Planning and Standards) and the Office of Environmental Information (OEI).

In both RTP and Cincinnati, OARM manages the main facility and all of the smaller satellite locations. This includes maintaining the IT infrastructure, buildings, warehouse, security, safety, and property. OARM also manages core support functions in those locations, which include cafeteria services and an onsite library.

In additional to the supporting these EPA-owned facilities, OARM also has two major support functions in each location which service the agency, nationwide. The Office of Acquisition Management has divisions in both Cincinnati and Research Triangle Park that provide contract support, housing a large portion of the agency's Contract Officer staff.

Cincinnati and RTP are also the locations for the agency's two Human Resources Shared Service Centers. The SSCs lead the agency's HR operations and provide HR transactional and benefits support for all agency's employees. Specific servicing relationships exist with each EPA organization.